


OTE 87-6705

4 JUN 1987

MEMORANDUM FOR: Deputy Director for Intelligence

VIA: Deputy Director for Administration

FROM:

  
Director of Training and Education

STAT

SUBJECT: New OTE Courses on Producer-Consumer Relations

1. We have designed two new courses (outlines attached) to replace the obsolescent Seminar on Producer-Consumer Relations (PCR). I would like your endorsement of our approach.

2. The old course seems to have outlived its usefulness. It consisted primarily of speakers from policy agencies and from within CIA stressing the need to keep policy issues and customer interests in the forefront of our analysis and production. While this message had impact seven years ago when the Seminar was inaugurated; today the primacy of policy issues in our work and the importance of maintaining close working ties with policy makers are DI gospel. New analysts are indoctrinated in this subject in the New Analyst Course and the Career Trainee Program, and supervisors harp on it constantly.


3. We believe there are now two audiences (maybe three as I mention below) at which training in producer-consumer relations should be targeted:

- Analysts, support staff, and others who for one reason or another have not received the message and need a brief introduction.
- Branch chiefs and experienced analysts who are seeking ways to improve and in some cases to establish relations with their primary consumers.

4. Accordingly, we propose two new courses:

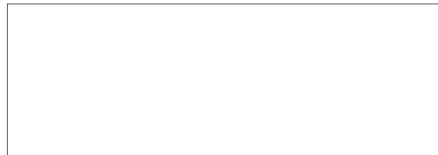
- An overview (PCR I) for the uninitiated. We think a single day is sufficient to get the message across.

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- A two-day workshop (PCR II) in which the students (experienced analysts and branch chiefs) would focus on their own situations, share experiences, and identify producer-consumer problems and ways of dealing with them. You or another senior DI manager would kick off each running.

5. We think that it's time for a new approach to training in producer-consumer relations and that the two courses we propose will meet the Intelligence Directorate's current needs. Both courses treat the issue by addressing what is desirable as well as problem areas, allowing us to speak to students' concerns within a positive context. We are also working on the design for a new elective on Marketing of Intelligence for division-level managers. More on that when the design is completed.



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Attachments:

- a. Course Outline (PCR I)
- b. Course Outline (PCR II)

C/ITD/OTE:  (28 May 87)

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DISTRIBUTION:

- Orig - Addressee (w/ att)
- 1 - DDA Chrono (w/ att)
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Producer-Consumer Relations Overview  
(PCR I)

OBJECTIVES

To expose analysts relatively new to the DI, nonanalytic DI staff, and non-DI personnel to the nature and inherent difficulties of DI relations with individual consumers and their agencies, including:

the role and utility of intelligence in US foreign relations and the responsibilities of the DI in the intelligence process,

some characteristics and basic interests of major institutional consumers of finished intelligence,

ways and means of orienting the intelligence process to policy concerns, and

specific problem areas.

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Producer-Consumer Relations Overview  
(PCR I)

a one-day course for ten to fifteen students, one or two instructors

0830-0900	Introductions and Administrative Matters
0900-1000	Orientation -- Intelligence in US Foreign Relations and How Good is It?
1000-1015	Break
1015-1100	Consumers are Different -- their "trench," personalities, and competition
1105-1200	DI Responsibilities for Intelligence that Fits the Need
1200-1300	Lunch
1300-1400	The DI-Consumer Relationship -- history, models, constraints
1405-1445	Overview of Recurrent Problem Types
1445-1500	Break
1500-1555	Discussion of Problem Areas
1600-1630	Wrap-up and Evaluations

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Seminar in Producer-Consumer Relations  
(PCR II)

OBJECTIVES

Upon completion of the course, students will:

better understand the contribution DI analysts and branch chiefs can make in consumer relations,

have gained perspective on their own relations with consumers by considering them in a conceptual framework and by comparing their experiences with those of others,

have considered the range of problems encountered in consumer relations,

have tested their ideas on a guest from a policy agency, and

have identified areas for improvement.

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Seminar in Producer-Consumer Relations  
(PCR II)

a two-day course for about thirty students, two instructors

\*\*\*\*\*DAY ONE\*\*\*\*\*

0830-0900        Introductions & Administrative

greetings, introductions, parking and other administrative matters

0900-0945        Overview of Relations with Policy Agency Consumers

What should DI analysts and branch chiefs be doing in this area, and why and how? How should the effort differ between different parts of the Directorate? What kinds of problems do we find?

0945-1000        Break

1000-1045        Discussion

Participants will discuss the adequacy of our models of producer-consumer relations and the relative importance of problem areas.

1045-1100        Explanation & Beginning of Process for Small Group Discussions of Problem Areas

Participants, in small groups, will discuss PCR problem areas, based on morning discussions and matters raised by the precourse questionnaire. A structure involving rotation of group members and reports on each session will effectively pool participants' knowledge and facilitate their acquisition of perspective and appreciation of others' experience.

1110-1145        Session One of Groups

1300-1330        Reports from Session One

1330-1400        Session Two of Groups

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1400-1430 Reports from Session Two

1430-1500 Session Three of Groups

1500-1515 Break

1515-1545 Reports from Session Three

1545-1630 Summary and Discussion

How well are we doing? What could we improve?

\*\*\*\*\*DAY TWO\*\*\*\*\*

0830-1000 Recap, Review & Discussion

Focusing on consumers. How are they different from us and what are their needs?

1000-1015 Break

1015-1145 Guest Speaker and Discussion

Speaker, an intelligence user from a policy agency, will comment on the use of intelligence product there, good and bad intelligence service, and the focus and priorities of policy-agency people.

1300-1430 Applications and Techniques

In light of the speaker's comments and the rest of the course, what should we do? Where in the intelligence process should we consider consumer views and how should we know them?

1430-1445 Break

1445-1630 Obstacles, Training Needs, and Course Evaluations

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Date

05 June 87

**ROUTING AND TRANSMITTAL SLIP**

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2.	EXA/DDA	<i>gr</i>	JUN 1987
3.	ADDA	<i>W</i>	JUN 1987
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Action	File	Note and Return
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**REMARKS**

Judging only from the write-up, the PCR courses sound marginal at best. There were 3 runnings each year in 1985 and 1986, with around 60 DI students per year. No runnings yet in 1987. Doesn't sound like a big seller to me.



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DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)

Room No.—Bldg.

Phone No.

5041-102

\* U.S.G.P.O.: 1983 - 421-529/320

OPTIONAL FORM 41 (Rev. 7-76)  
Prescribed by GSA  
FPMR (41 CFR) 101-11.206